

LIGHTNING BOLT UPDATE #13
14 Mar 97

This update describes progress made in the Lightning Bolts since the last update on 12 Dec 96 and includes the latest on Lightning Bolts #9, # 10 and #11.

1. Establish a centralized RFP support team to scrub all RFPs, contract options, and contract modifications over \$10 million.

Implemented!!

All RFPs started prior to the initiation of the Lightning Bolts have been reviewed. Support teams are now involved in the development of RFPs from their inception. The centralized team continues to scrub RFPs greater than \$10 million while local RFP teams at each Product and Logistics Center review RFPs over \$100 thousand. Metrics continue to reveal great strides in the Air Force move to performance-based RFPs by eliminating MilSpecs & Stds, reducing CDRLs and including SOOs in lieu of SOWs.

LB #1 Leader: Mr Robert Lach, Director, Centralized RFP Support Team
HQ AFMC/AQ

2. Create standing Acquisition Strategy Panel composed of senior level acquisition personnel from SAF/AQ, AFMC and the user.

Implemented!!

SAF/AQ signed Policy Memo 95A-009 establishing a three-tiered Acquisition Strategy Panel (ASP) system on 7 Nov 95. Members of the Service Acquisition Executive and Senior Panels (ACAT I and II) have been identified. The new ASP process is designed to provide consistent advise to program managers' on their program strategies. Since implementation of this Lightning Bolt, there were 8 ASPs conducted with the Service Acquisition Executive Panel and 3 ASPs conducted with the Senior Panel. The ASP Secretariat has also established a homepage which maintains the ASP master calendar.

LB #2 Leader: Lt Col Greg Waeber, SAF/AQC

3 Develop a new SPO manpower model that uses the tenets established in the management of classified/SAR level programs.

Implemented!!

SAF/AQ approved the SPO sizing tenets report 6 Nov 95. The report provides a toolbox of tenets for program managers to use to dramatically reduce military, civilian, and contracted support program office staff. SPOs driving towards 50% reduction from FY94 baseline.

A SAF/AQ-HQ AFMC review of the total acquisition workforce (military, civilian, contracted support) was held on 19 Dec 95 at Wright-Patterson AFB OH. This review laid plans for the acquisition workforce reduction through the year 2000.

LB #3 Leader: Lt Col Brian Harrington, SAF/AQXD

4. Cancel all AFMC Center-level acquisition policies by 1 Dec 95.

Implemented!!

SAF/AQ signed a memo on 1 Nov 95, canceling all Center-level acquisition policies and FAR supplements. This followed a careful review to weed-out redundant and outdated policy. Crucial policy and FAR supplements were elevated to a level that provides consistent direction across Air Force acquisition programs.

The Materiel Policy Review Team now reviews all proposed new policy to prevent policy creep.

LB #4 Leader: Lt Col Shelby Syckes, SAF/AQXA

5. Reinventing the AFSARC process through Integrated Process Teams.

Implemented!!

We canceled the AFSARC process effective 1 Jul 95, and replaced it with streamlined Integrated Process/Product Teams (IPTs). AF acquisition leaders and HQ staff use IPTs to perform support and oversight functions of all acquisition programs. The Overarching IPT (OIPT) for each program is responsible for oversight. The Working-level IPT works program issues. Program Office continues to work program execution. Improved communication and teamwork between the varied functional experts is a proven result of managing with IPTs. The IPT oversight and review process is incorporated into the new enhanced Air Force Corporate Structure.

LB #5 Leader: Maj David Weisz, SAF/AQXA

6. Enhance the role of past performance in source selections.

Implemented!!

The Federal Acquisition Regulation was updated on 31 Mar 95 to reflect the increased attention to past performance in source selections. Air Force FAR Supplement published 1 May 96 includes in Appendix AA and BB the enhanced role of past performance in source selections. Efforts to further institutionalize past performance continue on many fronts including the following: FAR Part 15 is being rewritten; AFFARS Appendices AA and BB are being rewritten; and the Air Force is participating with the other services and DLA on an OSD-chartered Past Performance IPT to develop a consistent approach for the collection, sharing, and use of Past Performance Information.

LB #6 Leader: Maj Carolyn Blalock, SAF/AQCP

7. Replace acquisition documents with the Single Acquisition Management Plan (SAMP).

Implemented!!

SAMPs are now a standard practice. The final version of the SAMP policy and guide was signed on 29 Apr 96. The SAMP guide and policy are available on the SAF/AQ Homepage.

LB #7 Leader: Maj Chris Pelc, SAF/AQXA

8. Revise the PEO and DAC portfolio review to add a section that deals specifically with acquisition reform.

Implemented!!

All PEO and DAC acquisition reform portfolio reviews have been completed. The semi-annual portfolio reviews now include acquisition reform actions and provide metrics for measuring acquisition reform impact.

LB #8 Leader: Maj Chris Pelc, SAF/AQXA

9. Enhance our acquisition workforce with a comprehensive education and training program that integrates acquisition reform initiatives.

Underway!!

Near Term training is complete and we are delivering long-term training. The 4 1/2 day Acquisition Excellence course has been validated, with on-site offerings beginning in Jan 97 and satellite offerings followed in March.

The Acquisition Reform Virtual Classroom is now available. Approximately 40 hours in length, this self-paced training product is offered through the WorldWideWeb, accessible through the SAF/AQ Homepage. The AFMC Guide to Acquisition Reform, a companion to the Virtual Classroom, is complete and available on the HQ AFMC/DRI Homepage. Human Systems Center's Acquisition Intelligent Tutor program, which applies simulation technology to create a unique learning experience, has begun prototype evaluation. Phase I, Acquisition Strategy, will be complete in the summer 1997 timeframe. See the LB #9 site on the SAF/AQ homepage for more information.

LB #9 Leader: Mr Jack Elkin, HQ AFMC/STOD

10. Reduce time from requirement definition to contract award.

Underway!!

Goal is to reduce by 50% the amount of time to award contracts that meet our customers' needs. This time begins with receipt of a validated user requirement and funding commitment, and ends with contract award. LB #10 applies to efforts to develop and acquire systems, and support their operational readiness. Our customers include operational users and our partners in industry.

The LB #10 team completed the data gathering and assessment in Oct 96 and completed its report 4 Feb 97. The team identified sixty-three best practices or "tools" for reducing cycle time and compiled a list with twenty recommended changes to current processes. An electronic version is available on the SAF/AQ Homepage. The Electronic Toolbox is also on the SAF/AQ Homepage and will be accessible via the Defense Acquisition Deskbook. The team worked with the Central RFP Support Team at WPAFB to develop a Cycle Time Reduction Workshop to familiarize program managers and their staffs with the "Toolbox". The workshop began 1 Mar 97. The latest status is on the SAF/AQ WWW page.

LB #10 Leader: Col Ben McCarter, SAF/AQP

11. Enhance the capabilities of our laboratories by adopting improved business processes learned from our weapon system acquisition reform efforts.

Underway!!

Improved business processes and lessons learned in acquisition of weapon systems are being applied to our science and technology efforts. These improved processes are resulting in better communications with customers, streamlined solicitations, more efficient source selections, a downsized workforce, meaningful policies, and a workforce trained in the latest reform initiatives. Common processes are becoming the standard across all laboratories.

Great progress has been made since the LB #11 plan was approved on 10 Jun 96. LB #11 originally consisted of ten initiatives in the areas of contracting, financial management, and program review and approval. We've added an additional initiative for SBIR topic solicitation. Five of the initiatives have been fully completed while four others are partially complete. One initiative, "remove restrictions on the use of second year funds", was canceled after research determined that existing restrictions provide necessary safeguards. We plan to finish all remaining initiatives this summer. LB #11 is a "living Lightning Bolt"--we are continuously looking for more good ideas to make our S&T business processes faster, better, and cheaper.

LB #11 Leader: Dr Helmut Hellwig, SAF/AQR